



DEPARTMENT OF THE ARMY  
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX  
FORT KNOX KENTUCKY 40121-5000

ATZK-HR (623)

1 November 1999

MEMORANDUM FOR

Commanders, All Units Reporting Directly to This Headquarters  
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: Thunderbolt Six Policy Memo No. 37-3 – Military/Civilian Counseling

1. References:

- a. AR 623-105, 1 Apr 98, Officer Evaluation Reporting System.
- b. AR 623-205, 31 Mar 92, Enlisted Evaluation Reporting System.
- c. Fort Knox Reg 690-14, 19 Dec 97, Civilian Personnel Pass/Fail Performance Appraisal Program (Test).

2. Army guidance clearly delineates all leaders' responsibility to their workforce to conduct timely and appropriate performance counseling. I expect all leaders of our military and civilian workforce to conduct one-on-one performance counseling consistent with referenced guidance. More importantly, I expect performance counseling that both clearly defines performance expectations and that nurtures individual performance and professional development of subordinates.

3. Performance counseling is not and cannot be confined to a scheduled quarterly, semi-annual, or annual session. To be effective, performance counseling must be conducted on a regular and reoccurring basis. Feedback, both positive and negative, needs to be provided to every member of our workforce in a clear and timely manner.

4. I expect every leader, both military and civilian, to understand the importance of effective performance counseling and to implement a system of performance counseling that enhances the growth and development of their subordinates on a day-to-day basis.

A handwritten signature in black ink, reading "B B Bell", is positioned above the typed name.

B. B. BELL  
Major General, USA  
Commanding

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